

PJM General Session

The Energy Transition – Opportunities and Challenges

Hyatt Regency Chesapeake Bay Golf Resort, Cambridge, MD

October 25, 2022 | 9:00 a.m. – noon (Eastern)

James B. Robb

NERC President and CEO

James (Jim) B. Robb assumed the role of NERC's president and CEO in April 2018. Robb oversees NERC's mission of assuring the reliability and security of the North American bulk power system. As president and CEO, Robb leads the Electric Reliability Organization (ERO) responsible for key programs, including those programs focused on development of mandatory NERC Reliability Standards, the Compliance Monitoring and Enforcement Program, situational awareness, event and risk analysis, reliability assessments and forecasting, and cyber and physical security, affecting approximately 1,400 bulk power system users, owners, and operators. He is also responsible for the performance of the Electricity Information Sharing and Analysis Center (E-ISAC) and key government partnerships.



As CEO, he is the chair of the ERO Enterprise Executive Committee, which oversees the operations of the six Regional Entities that support the reliability mission across North America. Robb joined the ERO Enterprise in 2013 when he was appointed the president and CEO of the Western Electricity Coordinating Council (WECC), the Regional Entity serving the Western Interconnection.

Robb has more than 35 years of experience in the energy sector as an engineer, consultant, and senior executive. Prior to becoming WECC's CEO, he held three major leadership roles in the industry as senior vice president at Northeast Utilities (now Eversource Energy); senior vice president at Reliant Energy (now part of NRG Energy); and partner at McKinsey & Company. During his 15-year career at McKinsey, he worked closely with prominent electric power companies in California, western Canada, the Pacific Northwest, and the Rocky Mountain states and served clients in Western Europe, South America, and New Zealand. He has been a frequent speaker at industry events on the evolution of the electric power system, cyber security, integration of variable generation, and the increasing interdependency of electric and natural gas reliability.

Robb is a member of the Electricity Subsector Coordinating Council (ESCC) and serves on the United States Energy Association Board as well as a NERC trustee. In 2020, he was appointed chair of the Group of Experts on Cleaner Energy Systems for the United Nations Economic Commission for Europe. He has served on the boards of the Wadsworth Atheneum Museum of Art in Hartford, Connecticut, the Houston Symphony, the Woodland Park Zoo in Seattle, and as a policy advisor to the Bay Area Economic Forum in San Francisco. Robb earned a bachelor's degree in Chemical Engineering from Purdue University in Indiana and a master's degree in Business Administration from the Wharton School of Business at the University of Pennsylvania in Philadelphia.

Brian George

Google, US Federal Lead, Global Energy Market Development & Policy

Brian is responsible for energy regulatory and policy engagement across the federal government, including Federal Energy Regulatory Commission (FERC) and the Department of Energy. In addition, he is responsible for energy regulatory and legislative engagement across PJM and the mid-Atlantic region, where Google datacenters represent a large and growing commercial load. Brian has extensive experience in wholesale electricity market design and energy policy.



Prior to Google, Brian was the Senior Director for Strategy and Government Affairs at the Electric Power Supply Association where he led policy development and federal legislative engagement for a membership consisting of over 150,000 MW of competitive power generation across the US.

Brian started his career as an economist at FERC, serving in roles across multiple offices, including the Office of Enforcement and the Office of Energy Policy and Innovation. Brian capped his service at FERC as a technical advisor to former commissioner Rob Powelson, where he advised on significant issues impacting all of the organized electricity markets.

A native of West Virginia, Brian now lives in Maryland with his wife, son, and goldendoodle.

Bobby Jeffers

National Renewable Energy Laboratory, Program Manager

Bobby Jeffers joined NREL as the Energy Security and Resilience Center's senior resilience advisor. He works closely with collaborators across NREL who lead resilience research to help shape and manage the lab's rapidly growing energy resilience portfolio.

Jeffers comes to NREL from Sandia National Laboratories, where he was a principal member of the research staff since 2013, focused on distributed systems integration, power systems R&D, grid modernization, and developing a body of resilience research.

His work spanned community-level resilience, grid restoration following intentionally-caused outages, and consequences of defense critical infrastructure disruptions. He began his career at Idaho National Laboratories, where his research focused on the energy-water nexus, critical material supply chain economics, and novel concepts for grid integration of renewable energy.

He holds B.S. and M.S. degrees in electrical engineering from Virginia Tech, with a thesis exploring techniques for multi-area state estimation in a power system context. His Ph.D. dissertation at Washington State University focused on dynamic simulation for integrated water and energy resource planning.



Peter Brandien

ISO New England, Vice President, System Operations

As Vice President, System Operations & Market Administration, Peter is responsible for the day-to-day operations of the New England bulk power system and ensuring the fair administration of the region's wholesale electricity markets. This includes the Day-Ahead Energy & Load Response Markets, the Real-Time Energy, Reserve & Regulation Markets and the Financial Transmission Rights & Forward Reserve Market Auctions, transmission and generation outage coordination, system restoration, operator training, NERC/NPCC compliance, and development of operating procedures. Additional responsibilities include the registration, auditing and verification of performance for Demand Resources as well as Generator Assets.



Prior to ISO New England Peter was an employee of Northeast Utilities for seventeen years. At Northeast Utilities, he held various management positions in transmission engineering, operations and planning. Prior to Northeast Utilities Peter served in the U.S. Navy Submarine Force and holds a Bachelor of Science degree in Electrical Engineering.

Jeff Craig

ReliabilityFirst, Senior Vice President, Reliability and Risk

Mr. Craig, Senior Vice President, Reliability & Risk, joined ReliabilityFirst in March of 2013. Mr. Craig is responsible for the reliability assurance, operational performance, and risk analysis organizations at ReliabilityFirst Corporation. He provides leadership to management and staff and provides input into strategy, risk analysis and outreach practices with grid reliability and security as the primary goal across the industry. Mr.



Craig brings a diverse background in quality systems, manufacturing, strategic sourcing, supply chain, and leadership that span multiple industries, including the automotive, aerospace, electrical, hydraulics, and medical device industries. Most recently, he served as a business partner and consultant, helping manufacturing companies improve their quality engineering and global strategic sourcing strategies. His previous experience includes various leadership positions in quality assurance, global sourcing, and supplier development at Invacare Corporation, a global medical equipment manufacturer, where he was responsible for product quality, supplier development and new product process audits within a federally regulated (FDA) environment. Prior to Invacare, Mr. Craig held various progressing leadership positions in supplier development, quality assurance, manufacturing, and program management at Eaton Corporation, an international diversified industrial manufacturer of electrical, hydraulic, and mechanical power equipment and systems for the aerospace, automotive, electrical, filtration, hydraulics, and truck industries. Mr. Craig has extensive experience in quality system and business process audits governed along federal statutory guidelines as well as managing the implementation of leading quality and manufacturing continuous improvement initiatives found today within industry. Mr. Craig is a graduate of Ohio University, with a Bachelor's of Science degree in Industrial & Systems Engineering. He serves as a board member to the Lorain County Habitat for Humanity.

Nancy E. Bagot

Electric Power Supply Association, Senior Vice President

Nancy Bagot serves as senior vice president, assisting the management of the association and leading the association's regulatory team which develops and advocates federal and state policy issues affecting the development and evolution of competitive wholesale power markets. Issues include the refinement of RTOs and related market rules, ensuring fair and open access for all market participants to wholesale markets, and the development of mutually reinforcing reliability standards and competitive market operations.



Prior to joining EPSA in 2002, Bagot served as the Washington, D.C. government affairs manager for five major interstate natural gas pipelines: Northern Natural Gas, Florida Gas Transmission, Transwestern Pipeline, Northern Border Pipeline and Midwestern Transmission. From 1990 – 1999, Bagot worked in TransCanada Pipelines' Washington, D.C. office as a regulatory representative and analyst.

Bagot has represented the interests of the energy industry before the Federal Energy Regulatory Commission and other federal entities, focusing on electricity markets, natural gas and general policy. She has served as Chair and member of committees of the Interstate Natural Gas Association of America, as a member of the Keystone Dialogue on Natural Gas and Cleaner Power, and as a Board member of the Interstate Pipeline Regulatory Committee. She is currently a non-attorney professional member of the Energy Bar Association.

Bagot received a B.A. degree from Vassar College in Poughkeepsie, N.Y.

Harold Gray

DE Public Service Commission, Commissioner

Commissioner Gray was appointed to the Commission by Governor Jack Markell in June 2014, and reappointed by Governor John Carney in May 2019. Harold Gray moved to Delaware from Washington, D.C., after receiving a chemistry degree from Howard University. He worked as a chemist and engineer for Hercules Inc., in a variety of research, development, engineering, and leadership positions. He was recruited in 1995 to work for Andersen Consulting, now Accenture, and he managed complex Information System projects for global clients. Harold started an SAP consulting company named TechniData America, from 1998 – 2007, for German owners. As founding President and CEO, Harold navigated TechniData's start-up and successful growth with clients throughout the world. He joined United Way of Delaware in 2008 as Vice President of Resource Development, and he led statewide campaign efforts, raising over \$42.5MM during his two year tenure. He is the former Director of the Office of Economic Development in Wilmington, Delaware and Past President of the Organization of PJM States, Inc. (OPSI). He lives in north Wilmington.



Willie L. Phillips

Federal Energy Regulatory Commission, Commissioner

Commissioner Willie L. Phillips was nominated to the Federal Energy Regulatory Commission by President Biden. He was confirmed to the post by the United States Senate on November 16, 2021.

He most recently served as the Chairman of the Public Service Commission of the District of Columbia, named to that role in 2018. He served on the Commission since 2014. He is an experienced regulatory attorney combining nearly 20 years of legal expertise in public and private practice. He has an extensive background in the areas of public utility regulation, bulk power system reliability, and corporate governance.

Prior to being appointed to the DCPSC, Mr. Phillips served as Assistant General Counsel for the North American Electric Reliability Corporation (NERC), in Washington, D.C. Before joining NERC, he also worked for two law firms, where he advised clients on energy regulatory compliance and policy matters.

Mr. Phillips has also served on the boards of several organizations, including the board of directors for the National Association of Regulatory Utility Commissioners (NARUC) and the Organization of PJM States (OPSI). He also has served as president of the Mid-Atlantic Conference of Regulatory Utility Commissioners (MACRUC), and he has held leadership roles on several advisory councils, including the Electric Power Research Institute (EPRI) Advisory Council.

Mr. Phillips has a Juris Doctor from Howard University School of Law, and a Bachelor of Science from the University of Montevallo. He lives in Washington, D.C., with his wife and two children.



Colette D. Honorable

ReedSmith, Partner

Colette leads the firm's Energy Regulatory group and is a member of the firm's executive committee. She is also a member of the firm's ESG group and is resident in the Washington, D.C. office. Colette is a highly regarded thought leader and strategist in domestic and international energy sectors. Colette recently served as Commissioner at the Federal Energy Regulatory Commission (FERC). She was nominated by President Barack Obama in August 2014, and unanimously confirmed by the U.S. Senate, serving from January 2015 until her term expired in June 2017. At the firm, Colette is a trusted advisor and counselor to several Fortune 500 energy companies, investor-owned utilities, renewable energy and technology companies. In this capacity, she provides strategic advice and counsel in a number of areas, including ratemaking matters, clean energy integration, performance-based ratemaking, achieving ESG goals and environmental justice issues. In her work, Colette supports clients working to mitigate the impacts of climate change, and also advises clients on the development and execution of inclusion strategies.

At FERC, Honorable focused on reliability oversight of the bulk power system, cyber and physical security, oversight of wholesale markets, transmission planning and cost allocation in regional transmission organizations, gas-electric



coordination, renewables integration, energy storage integration and valuation, ratemaking, infrastructure development and enforcement matters. Colette joined the FERC from the Arkansas Public Service Commission (PSC), where she began her service in October 2007, and led as Chairman from January 2011 to January 2015.

As Chairman of the PSC, Colette was charged with ensuring safe, reliable and affordable retail electric service. During her tenure, Arkansas led the South and Southeast in comprehensive energy efficiency programs, modernized its net metering rules, and electric rates were consistently among the lowest in the nation. Both state and federal regulatory appointments culminated in nearly ten years of regulatory experience in key leadership roles.

Colette is past president of the National Association of Regulatory Utility Commissioners, where she focused on pipeline safety, reliability, resilience, fuel diversity, and workforce diversity. She has testified before Congress on multiple occasions on a range of energy issues.

Prior to joining the Arkansas PSC, Colette served as chief of staff to the Arkansas Attorney General and as a member of the governor's cabinet as Executive Director of the Arkansas Workforce Investment Board. Her previous employment includes service as a consumer protection and civil litigation attorney, and as a senior assistant attorney general in Medicaid fraud before serving as an adjunct professor at the University of Arkansas at Little Rock School of Law and Special Judge of the Pulaski County Circuit Court.

Colette is a Senior Fellow with the Bipartisan Policy Center; a Strategic Advisory Board Member of the international Energy Regulators Regional Association; a member of the Global Advisory Board for the Energy Futures Initiative; an independent director for the Southern Company Board of Directors; an Ambassador for the Clean Energy Education and Empowerment Initiative, an effort co-led by the U.S. Department of Energy and the MIT Energy Initiative formed under the auspices of the International Clean Energy Ministerial. She has previously served as a Nonresident Senior Fellow with the Brookings Institution's Energy and Climate Initiative, and has held previous appointments to the National Petroleum Council and served as Chair of the Department of Transportation's Joint Technical Advisory Committee for the Pipeline and Hazardous Materials Safety Administration. A native of Arkansas, she is a graduate of the University of Memphis and received a Juris Doctor from the University of Arkansas at Little Rock School of Law.

Joseph P. Kennedy III

Citizens Energy, Managing Director

Joseph Kennedy III has dedicated his career to social and economic justice, fighting for the basic needs of every American family and a political system that is inclusive, representative, and fair. The U.S. Representative for Massachusetts's 4th congressional district from 2013-2021, he ran for office to tackle the systemic inequities – from health care and housing to climate and education – that have left countless American families locked out and left behind. A former Peace Corps member, legal aid volunteer, and assistant district attorney, he has worked tirelessly for the people most at risk, most marginalized, and most in need.



Over his four terms in the House of Representatives, Kennedy emerged as a national figure in the Democratic Party's most pivotal debates while demonstrating a unique talent for building diverse coalitions and the political will to get

things done. Sitting on the House Energy & Commerce Committee, he built an impressive legislative record in a polarized Washington – spearheading bipartisan efforts to extend mental health coverage for children and pregnant women, support the domestic manufacturing industry, protect consumer voices online, make hearing aids more affordable, and defend access to legal assistance for struggling families.

Kennedy is currently the Managing Director at Citizens Energy, a non-profit energy company founded in 1979 by his father, Joseph P. Kennedy II. Under its innovative business model, Citizens builds major energy infrastructure projects while serving the needs of low-income and frontline communities. Throughout its history, Citizens has provided millions of citizens with free or discounted heating oil, run global and national energy ventures, developed the largest low-income community solar program in the nation and pays the heating bills of over 130 homeless shelters and food pantries across Massachusetts and Rhode Island.

Kennedy was elected to Congress in 2012, after serving as an Assistant District Attorney in Massachusetts. He is the founder of Groundwork Project, a non-profit dedicated to supporting local community organizing efforts in communities that do not receive the investment they deserve. He serves on numerous non-profit boards, including the Woodwell Climate Research Center, Robert F. Kennedy Human Rights, the Edward M. Kennedy Institute for the United States Senate and is a special advisor to the Poor Peoples Campaign.

He attended Stanford University and Harvard Law School and spent two years in the United States Peace Corps in the Dominican Republic. He is married to Lauren Birchfield Kennedy and they have two young children, Eleanor and James and a rescue dog, Banjo.

Damali Rhett Harding

The Regulatory Assistance Project, US Managing Principal

Damali Rhett Harding is the current US Managing Principal for the Regulatory Assistance Project. Harding is an expert in the field of renewable energy and electric utilities and has provided strategic advising to utilities such as Duke Energy, National Grid, and other major domestic and international energy companies. Prior to RAP, she worked for Oracle | Opower where she advised utilities on behavioral load shaping, customer engagement strategies and demand response management.



Damali also served as Executive Director of The Energy Co-op, a Philadelphia based nonprofit member-owned cooperative which provides renewable energy to thousands of homes and businesses in Pennsylvania. She is a current member of The Co-op's Board of Director. Furthermore, Damali is the Treasurer of the board of directors for the American Association of Blacks in Energy. Damali also served as Commercial Director for Enviva LP, the world's largest producer of industrial biomass to create clean renewable energy. She has also worked for IBM Global Business Management services and Deloitte Consulting as a strategy consultant where she focused on operations and strategy.

Harding holds an MBA from the Tuck School of Business and a BA from Dartmouth College. She is a proud member of WRISE and in her spare time works passionately to eradicate energy poverty. Damali lives in Washington, DC with her husband, daughter and several adorable rescue animals.